Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET PERFORMANCE PLAN

SASKATCHEWAN PUBLIC SERVICE COMMISSION

Minister's Message

It is my pleasure to present the Corporate Human Resource Plan for the Saskatchewan public service for 2005-06 and beyond.

The Government of Saskatchewan is committed to ensuring we have a capable and talented public service working in a healthy, supportive and challenging work environment. The Corporate Human Resource Plan details the goals and actions to be taken by the Saskatchewan Public Service Commission (PSC) and departments to ensure the public service has the right people in the right jobs at the right time.

Public sector organizations are facing numerous challenges, including the need to improve accountability, manage generational shifts, and maintain organizational knowledge. We will meet these challenges by continuing to focus on increasing youth and diversity representation, promoting stronger performance management, working effectively with public service unions, addressing issues arising from the 2003 Employee Survey, and increasing succession planning initiatives.

The PSC is committed to working with departments to implement the Plan and to ensure human resource systems meet the changing needs of the public service. We look forward to reporting on progress in our 2005-06 Annual Report, to be released in July 2006.

By following the actions in this Plan, we will continue to have a strong public service able to provide excellence in policies, programs and services for the people of this Province, in our Centennial year, and into the future.

Pat Atkinson

Pat Atkinson
Minister Responsible
for the Public Service Commission

Who We Are

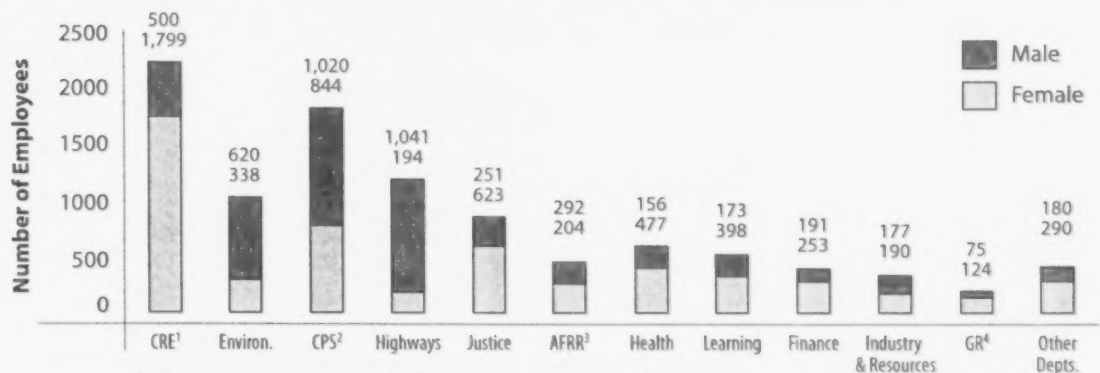
Employees in the Saskatchewan public service provide quality service to the people of the Province. From pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants, our employees are a critical resource to ensure the Government achieves its strategic goals and objectives.

Among their many roles, government employees:

- operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
- fight forest fires and educate the public about preventing wild land fires;
- conduct intensive home studies for prospective adoptive parents, facilitate adoption placements and provide post-placement support and adoption finalization;
- assess an individual's financial needs and determine eligibility for income assistance;
- develop government policy and programs in a wide variety of areas such as environmental protection, health, intergovernmental relations, agriculture, and public safety;
- administer computer networks, process and monitor financial transactions, and develop communication tools; and,
- work with government and third party partners to ensure effective consultation, analysis and service delivery.

There are more than 10,000 people working in permanent full-time, permanent part-time, term and labour service positions in 18 departments. In summer months, seasonal employees bring this number up to more than 12,000 people.

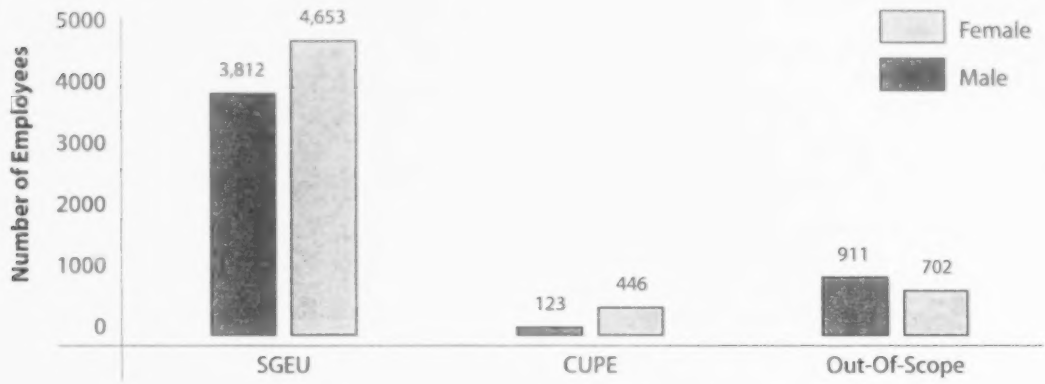
***NUMBER OF EMPLOYEES BY DEPARTMENT** – Total Employees: 10,410 (December 2004)*



[1] *Community Resources and Employment*
[2] *Corrections and Public Safety*
[3] *Agriculture, Food and Rural Revitalization*
[4] *Government Relations (including First Nations and Métis Relations)*

The majority of employees are unionized, and belong to the Saskatchewan Government and General Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE). The rest are out-of-scope employees, excluded from either union.

BREAKDOWN BY SCOPE – All Employees (December 2004)



The Corporate Human Resource Plan is an interdepartmental plan with shared accountability between the PSC and departments.

The PSC is accountable for:

- leading the development of the Plan;
- co-ordinating government-wide human resource actions;
- ensuring alignment of activities with government-wide priorities; and
- establishing measures, evaluating and reporting on actions under the plan.

Departments are accountable for:

- partnering with the PSC to develop the Corporate Human Resource Plan;
- completing key actions outlined in the Corporate Human Resource Plan;
- providing progress reports to the PSC on actions under the plan; and
- supporting government-wide human resource priorities.

Beyond our role related to the Corporate Human Resource Plan, the PSC is the independent agency mandated to provide leadership and policy direction for the human resource function in the public service. The PSC either directly delivers or collaborates with the departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, and organization development.

Plan at a Glance

The Corporate Human Resource Plan, introduced in 2003-04, is a multi-year plan that outlines the Government's strategic human resource direction.

This is the third performance plan publicly released by the PSC. It reflects the goals and objectives that will guide the PSC and departments. The performance plan will continue to develop over time as key actions are implemented, results are achieved and stakeholder feedback is incorporated.

Human resource management initiatives and outcomes are significantly influenced by the actions of key stakeholders, including public service managers and human resource professionals. Public service unions also take an active interest in human resource management.

There was considerable consultation with all stakeholders in the development of the Corporate Human Resource Plan 2002-06. In updating the plan for 2005-06 consultations were held with the human resource community. They provided feedback on the key actions and performance expectations. This resulted in the amalgamation of key actions which has improved consistency and clarity in the Plan.

Key actions outlined in this performance plan relate to the 2005-06 fiscal year only. The PSC will report on actual results compared to planned progress in the 2005-06 Annual Report.

This section includes goals and objectives outlined in the Corporate Human Resource Plan for 2005-06, as well as selected performance measures that will assist in determining progress in achieving these goals.

VISION - The Saskatchewan public service is recognized as a leader in public sector management and policy and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

GOAL 1

The Saskatchewan public service has talented, innovative and dedicated employees

OBJECTIVE 1 – *The public service attracts and retains high quality employees*

Performance Measures:

- Number of student work experience placements
- Employee separation rate (permanent full-time)
- Retention rate of new employees

OBJECTIVE 2 – *Continuity of knowledge and skills in key positions*

Performance Measure:

- Percentage of identified key positions hiring internal succession candidates

GOAL 2

The Saskatchewan public service has a healthy, productive and collaborative work environment

OBJECTIVE 1 – *Increased leadership and management capabilities*

Performance Measure:

- Percentage of employees who feel their direct supervisor is effective

OBJECTIVE 2 – *Constructive and co-operative employee relations*

Performance Measure:

- Percentage of employees who feel mechanisms exist to deal with their concerns

OBJECTIVE 3 – *Enhanced support for learning, effective employee performance, accountability and organizational health*

Performance Measures:

- Percentage of employees who feel able to access and use work/life balance policies
- Percentage of employees who feel supported in their performance
- Percentage of employees who understand the relationship of their job to department goals

OBJECTIVE 4 – *Improved effectiveness and efficiency of human resource management systems, practices and processes*

Performance Measures:

- Percentage of human resource expense to overall operating budget
- Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management
- Time to fill a permanent full-time vacant position
- Time to complete a classification

GOAL 3

The Saskatchewan public service has a diverse workforce

OBJECTIVE 1 – *An increasingly representative workforce at all levels of organization*

Performance Measures:

- Percentage of representation by employment equity group
- Separation rates by employment equity group

OBJECTIVE 2 – *Increased attraction and retention of youth*

Performance Measures:

- Percentage of permanent full-time public service employees under 30 years of age
- Percentage of youth hired within the public service
- Retention rate of youth within the public service

OBJECTIVE 3 – *Improved organizational culture to support diversity*

Performance Measure:

- Percentage of employees who feel the organizational culture supports workplace diversity

2005-06 Financial Overview

2005-06 ESTIMATES	*(in thousands of dollars)*	
Central Management and Services	$	2,187
Human Resource Information Services		1,250
Employee Relations		1,472
Aboriginal Management and Professional Internship Program		623
Human Resource Development		3,088
Total Appropriation	$	8,620
Capital Acquisitions		–
Amortization		141
Total Expense	$	8,761
PSC Full-Time Equivalent (FTE) Staff Complement		123.4
REVENUE	$	78

The 2005-06 budget includes an increase of $410,000 (five per cent). The PSC will use this funding to increase the number of term opportunities for persons with disabilities and establish opportunities for learning in the key areas of supervisory and leadership development.

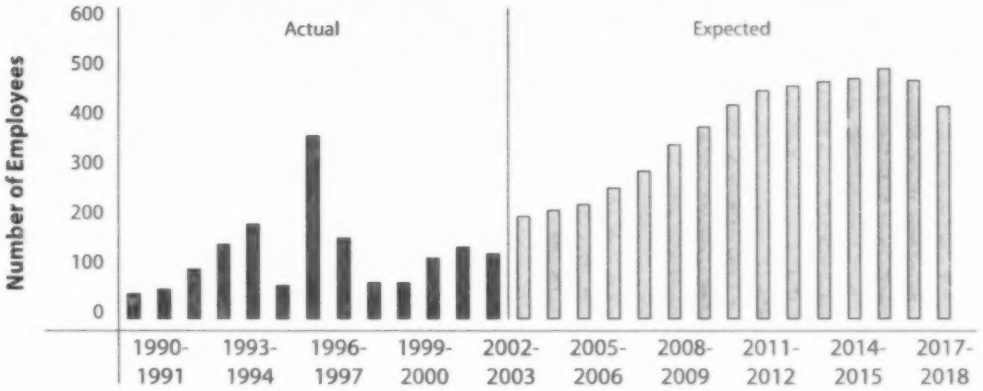
Trends and Issues

There are two key trends and issues that influence the Government's ability to ensure the public service can continue to deliver strong policy, programs and services to the people of Saskatchewan.

DEMOGRAPHICS

Demographics pose a significant challenge for the Saskatchewan public service. As per *Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003*, the public service can anticipate increasing retirements over the next decade, with the peak number of retirements occurring from 2011 to 2016 when they will near 500 per year. To ensure continuity in programs and services provided to the public, it will be critical to bridge the knowledge gap from one generation to another through succession planning.

ACTUAL AND EXPECTED RETIREMENTS - CURRENT PERMANENT EMPLOYEES



Source: *Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003*. SaskTrends Monitor

In addition, there is also a noticeable shortage of youth in the public service. As of March 31, 2004, only 4.1 per cent of permanent full-time employees and 10 per cent of all public service employees were under 30 years of age (Human Resource Information System).

At the same time, the Aboriginal population in the Province continues to grow. A key success factor for the Saskatchewan public service is to increase the workforce participation rate of Aboriginal people. The representation of Aboriginal people is increasing within the public service workforce, however, not in all occupations within the organization. Visible minority persons and persons with a disability are also underrepresented in the Saskatchewan public service workforce.

The demographic profile of Saskatchewan will create competition for talent in both the public and private sectors by the end of the decade. This competition for talent is leading organizations to move aggressively toward differentiating their organization in the labour market.

In response to anticipated shortages of qualified workers, the PSC conducted a recruitment and retention marketing study. The study indicated that there are eight attributes that are key drivers to employees or potential employees making a decision to commit to employment with an organization. These eight attributes are work fit, compensation, work/life balance, job security, manager quality, training and development opportunities, promotion/advancement opportunities and a supportive work environment. In order for the Saskatchewan public service to compete for limited supply we must be "the same as" or "better" than other employers with regards to these attributes, thereby differentiating us from other employers.

The Corporate Human Resource Plan responds to these challenges by articulating strategies that allows the public service to:

- differentiate itself in the labour market;
- attract and retain youth;
- ensure the workforce has the requisite skills to be successful in a rapidly changing work environment; and
- increase the participation rate of Aboriginal people, visible minorities and persons with a disability within the public service.

ORGANIZATIONAL EFFECTIVENESS

An ongoing challenge for the public service is aligning human resource management strategies and business strategies. The role of human resources is to provide support to management so that it is able to achieve organizational effectiveness, thereby achieving organizational success.

There is increasing concern with the timeliness and flexibility of human resource management services. Continuous improvement of human resource systems, policies and practices is critical to keeping the public service effective in the face of continuous change.

Organizational effectiveness is also about achieving congruence between employees' needs and those of the organization. As identified in the *2003 Employee Survey*, employees indicated department goals need to be more clear, communication with department leaders needs to be improved, survey results need to be acted on, and more work-related resources and training must be provided.

The Corporate Human Resource Plan responds to these challenges by articulating strategies that allows the public service to:

- continuously improve human resource service delivery with the same resource levels;
- ensure there is a clear understanding of the roles and accountabilities for human resource management;
- ensure the goals and objectives of departments are clearly communicated to and understood by employees; and
- improve leadership capabilities – communicating effectively with employees, and engaging employees by inspiring, motivating and leading them to higher organizational performance.

Goals, Objectives, Actions and Measures

This section presents the detailed Corporate Human Resource Plan for 2005-06. For each goal, a series of objectives has been established to define the key outcomes expected. Under each objective, a set of key actions has been identified for both the PSC and departments in 2005-06. In addition, performance measures have been established for each objective to gauge progress toward meeting the objective.

The Corporate Human Resource Plan also has a number of measures obtained from a government-wide Employee Survey, conducted biennially by the PSC. The latest available data is from the initial survey, conducted in February 2003. The next survey is planned for November 2005, and the results will be with results to be reported in the PSC's 2005-06 Annual Report.

GOAL 1

The Saskatchewan public service has talented, innovative and dedicated employees

OBJECTIVE 1 *– The public service attracts and retains high quality employees*

The Saskatchewan public service faces a significant challenge given the demographic profile of the public service, decreasing availability of a qualified labour pool and the negative perception of the public service as a career choice.

This objective addresses the imperative that the public service is able to attract and retain high quality employees. In order to achieve this objective, the public service will have to ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

Key Actions for 2005-06

Public Service Commission

- Maintain and enhance partnerships with schools, universities, SIAST and other education institutions
  - ~ Implement an ambassador program, whereby current government employees promote career opportunities in Saskatchewan's public service
  - ~ Implement a graduate level internship program with the Faculty of Administration, University of Regina
- Evaluate the competency model used within the staffing process and initiate appropriate changes as required
- Facilitate the development of targeted recruitment strategies for hard-to-recruit positions common to all government departments
- Analyze the key employment attributes for the recruitment and retention of youth and Aboriginal people

Departments

- Develop recruitment and retention plans for department-specific hard-to-recruit occupations
- Maintain relationships with educational institutions, specifically related to hard-to-recruit, department-specific occupations

What are we measuring?	**Where are we starting from?**
Number of student work experience placements	719 *[2003-04]*

This measures the number of summer, co-op and Centennial Student Employment Program students employed in the public service. The public service is seeking to increase the awareness of careers in the public service by providing employment opportunities for students. A key factor that affects this measure is the financial resources allocated to departments for student placements.

What are we measuring?	**Where are we starting from?**
Employee separation rate	4.6% *[2003-04]*

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family or personal reasons also play a role.

What are we measuring?	Where are we starting from?
Retention rate of new employees	76.3% *[2000-01 to 2003-04]*

This measure shows the rate at which the public service is able to retain new employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and process, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons also play a role.

OBJECTIVE 2 *– Continuity of knowledge and skills in key positions*

The public service can anticipate increasing retirements over the next decade with the peak occurring from 2011 to 2016. The majority of these retirements are 10 years away. However, over the next few years the number of employees eligible to retire in management and senior technical positions will increase. The public service expects 49 per cent of managerial employees in finance, economic analysis, education and economic policy, senior management and law to retire by 2010.

Retaining and sharing the knowledge and expertise residing in long-term employees requires effective succession management.

Key Actions for 2005-06

Public Service Commission

- Oversee the implementation of the government-wide Succession Management Framework
- Develop and implement an executive succession program

Departments

- Participate in corporate succession initiatives and implement the government-wide Succession Management Framework
- Identify, develop and implement succession plans for identified key positions

What are we measuring?	Where are we starting from?
Percentage of identified key positions hiring internal succession candidates	Baseline to be released in our 2004-05 Annual Report

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

GOAL 2

The Saskatchewan public service has a healthy, productive and collaborative work environment

OBJECTIVE 1 *– Increased leadership and management capabilities*

Increased numbers of retirements over the next decade will have an impact on senior and middle managers and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop employees to fill the gap when managers retire. In addition, the 2003 Employee Survey identified the need to improve management and supervisory skills in the public service. In keeping with the changing nature of work, management competencies are also evolving. It is critical within the public service to support the new roles and responsibilities of managers based on these competencies.

Key Actions for 2005-06

Public Service Commission

- Develop solutions to address learning needs identified for supervisors and managers
  - ~ Establish access for managers and employees to online training resources with the federal government's Canada School of Public Service
  - ~ Implement training initiatives related to supervisory and management skill development

Departments

- Continue to ensure learning and development plans are in place for all managers through the implementation of the performance management system, Planning for Success
- Implement initiatives to address the needs identified through managers' learning and development plans

What are we measuring?	**Where are we starting from?**
Percentage of employees who feel their direct supervisor is effective	Favourable 54%, Neutral 25%, and Unfavourable 21% *[February 2003; latest available data]*

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

OBJECTIVE 2 *– Constructive and co-operative employee relations*

The public service wishes to maintain a positive relationship with its employees and the unions that represent them. A healthy relationship among management, employees, and public service unions will contribute to a positive work environment.

Key Actions for 2005-06

Public Service Commission

- Build capacity to develop and maintain collaborative relationships with employees and their collective bargaining agents
  - ~ Provide leadership and training to Union/Management Committees (UMCs)
  - ~ As a follow-up on the UMC Survey results, pursue amendments to co-operative/collaborative processes resulting from the Central Union/Management Committee's direction and/or as the result of collective bargaining
- Negotiate and implement collective bargaining agreements, amendments and revisions
- Lead the human resource transition of the Department of Property Management into Executive Government

Departments

- Conduct regular meetings of the departmental Union/Management Committee
- Implement recommendations arising from the Union/Management Committee Review

What are we measuring?	**Where are we starting from?**
Percentage of employees who feel mechanisms exist to deal with their concerns	Favourable 47%, Neutral 29%, and Unfavourable 24% *[February 2003; latest available data]*

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

OBJECTIVE 3 *– Enhanced support for learning, effective employee performance, accountability and organizational health*

With our demographic challenge and fiscal restraint it will be important to ensure we have the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to our success. Through the implementation of continuous learning, rewards and accountability strategies, the organization will be successful.

Key Actions for 2005-06

Public Service Commission

- Implement Planning for Success (a new performance management system) in conjunction with the redesigned classification and compensation plan for out-of-scope employees
- Implement the approved recommendations from the *Learning and Development Report (2003)*
  - ~ Identify and analyze corporate learning needs from employee learning plans
  - ~ Co-ordinate the delivery of learning initiatives that address government-wide training needs
- Co-ordinate and monitor the government-wide flu shot policy in conjunction with departments
- Implement actions to address the government-wide needs and issues identified through the 2003 Employee Survey by providing support to departments
- Conduct a 2005 government-wide employee survey and develop follow-up action plans for government-wide needs and issues

Departments

- Implement Planning for Success and the new out-of-scope classification and compensation plan
- Increase the usage of learning and development plans by employees
- Provide information and support to managers and employees on human resource policies and practices that support learning, effective employee performance, accountability and organizational health, e.g., respectful workplace training, work/life balance, anti-harassment, employee recognition and Occupational Health and Safety policies
- Implement actions to address department needs identified through the 2003 Employee Survey
- Participate in the 2005 government-wide employee survey and develop follow-up action plans to address needs and issues

What are we measuring?

Percentage of employees who feel able to access and use work/life balance policies

Where are we starting from?

Favourable 73%, Neutral 13%, and Unfavourable 14%

[February 2003; latest available data]

This measures employees' views of the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies, but they also need to balance operational activities of the employer.

What are we measuring?

Percentage of employees who feel supported in their performance

Where are we starting from?

Favourable 45%, Neutral 27%, and Unfavourable 28%

[February 2003; latest available data]

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

What are we measuring?

Percentage of employees who understand the relationship of their job to department goals

Where are we starting from?

Favourable 70%, Neutral 20%, and Unfavourable 10%

[February 2003; latest available data]

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals. Managers have a high level of influence on ensuring the employees have access to information and are aware of departmental goals and how they link to their work unit. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

OBJECTIVE 4 *– Improved effectiveness and efficiency of human resource management systems, practices and processes*

This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and of roles and responsibilities regarding human resource management being clear and understood. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

Key Actions for 2005-06

Public Service Commission

- Implement the approved recommendations from the *HR Services Review*
- Implement audit for delegated classification for term and permanent part-time positions
- Implement the Multi-Informational Database Application System (MIDAS) Human Resources - Phase 3 (Base HR). MIDAS is a single integrated and Internet based system for financial and human resource management across the public service

Departments

- Implement the approved recommendations from the *HR Services Review*
- Implement the recommendations from the classification compliance audit
- Implement the MIDAS Human Resources - Phase 3 (Base HR)

What are we measuring?	**Where are we starting from?**
Percentage of human resource expense to overall operating expense	1.25% *[2003-04]*

This measure indicates the percentage of department's operating expense attributed to the cost of operating the human resource function. It is valuable to analyze how human resource costs are changing over time as a percentage of total operating budget. Human resource expenditures include salary and benefit costs of the standard human resource functions, facility costs, equipment and printing expense, and external costs to deliver human resources. The total operating budget is the total operating expenditures of departments minus third party transfers. Management and human resources have a high influence on this measure.

What are we measuring?	Where are we starting from?
Time to fill a permanent full-time vacant position	66 days *[2003-04]*

This measures the average number of calendar days it takes to fill a permanent full-time vacant position. The time is defined as the total time elapsed from the date a job competition is received within the Staffing Services Branch until completed. This measure is an important indicator of the efficiency of the staffing function. The time to staff is directly affected by a number of provisions in the collective bargaining agreement, and PSC processes, and is influenced by the availability of participants' time in the process.

What are we measuring?	Where are we starting from?
Time to complete a classification	Encumbered 62 days, New/Vacant 18 days *[2003-04]*

This measures the average number of calendar days it takes to complete classifications for encumbered and new/vacant positions. The time is measured from the date a classification action is received in the Classification Services Branch to the date the review is completed, minus time elapsed for files put on hold by the Department for various reasons. The time to complete a classification is directly influenced by the availability of participants' time in the process, as well as by PSC processes.

What are we measuring?	Where are we starting from?
Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management	Favourable 37%, Neutral 34%, and Unfavourable 29% *[February 2003; latest available data]*

This measures employee satisfaction with systems, practices and processes of human resource management. The human resource functions in both the PSC and departments have a high level of influence in establishing human resource management practices. However, management influences this measure through the use of human resource policies, practices, and processes in managing employees.

GOAL 3

The Saskatchewan public service has a diverse workforce

***OBJECTIVE 1** – An increasingly representative workforce at all levels of the organization*

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the Province.

Benefits of a diverse workforce include:

- greater creativity and innovation;
- greater understanding of cultural issues;
- greater ability to relate to clients; and
- greater diversity of approaches and opinions.

Key Actions for 2005-06

Public Service Commission

- Implement the approved recommendations from the review of the Aboriginal Management and Professional Internship Program
- Support the Aboriginal Government Employees Network in the implementation of the Aboriginal Speaker's Bureau
- Identify and address employment challenges to employment equity group members in conjunction with departments and employment equity groups
  - ~ Increase the employment opportunities for designated group members
  - ~ Support the First Nations University of Canada's Co-op program to increase the number of candidates recruited
  - ~ Evaluate existing rehabilitation placement programs, policies and processes
  - ~ Continue targeted recruitment initiatives for persons with disabilities
  - ~ Evaluate the effectiveness of the printed materials and website developed for the Aboriginal Employment Development Program, in partnership with the Department of First Nations and Métis Relations

Departments

- Identify and address employment challenges and opportunities for employment equity group members
- Ensure all managers are evaluated on their achievement in creating a diverse and respectful workplace
- Implement recommendations to increase employment opportunities for employment equity group members

What are we measuring?	**Where are we starting from?**
Percentage of representation by employment equity groups	Aboriginal persons: 10.5% Persons with disabilities: 3.1% Members of visible minority groups: 2.4% Women in senior management: 34% Women in middle management and other management positions: 32.1% *[March 31, 2004]*

This measure addresses attraction and retention of employment equity group members. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

What are we measuring?	**Where are we starting from?**
Separation rates by employment equity groups	Aboriginal persons: 6.08% Persons with disabilities: 7.72% Members of visible minority groups: 4.63% Women in senior management: 7.7% Women in middle management and other managers: 5.0% *[2003-04]*

This measure shows the percentage of permanent full-time employment equity group employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family and personal reasons also play a role.

OBJECTIVE 2 *– Increased attraction and retention of youth*

It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation. As of March 31, 2004, only 4.1 per cent of permanent, full-time employees and 10 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30 (Human Resource Information System). The shortage of youth in the public service requires targeted recruitment initiatives.

Key Actions for 2005-06

Public Service Commision

- Expand the reach and independence of the New Professionals' Network
- Continue discussions with the union to support enhanced youth employment opportunities

Departments

- Create and implement department-specific recruitment and marketing initiatives to attract youth

What are we measuring?	**Where are we starting from?**
Percentage of permanent full-time public service employees under 30 years of age	4.1% *[2003-04]*

The level of youth representation is a reflection of the public services' ability to attract and retain youth in full-time, permanent jobs. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

What are we measuring?	**Where are we starting from?**
Retention rate of youth (under age 30) within the public service	89% *[2000-01 to 2003-04]*

This measure shows the rate at which the public service is able to retain youth over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and process, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family and personal reasons also play a role.

What are we measuring?	Where are we starting from?
Percentage of youth (under age 30) hired within the public service	21% *[2003-04]*

This measures the percentage of youth hired within the public service for the year ending March 31, 2004. A new hire is defined as anyone who has no previous service with the public service or has had a break in service, 180 calendar days or greater. Hiring youth will assist in rejuvenating the public service. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective bargaining agreements.

OBJECTIVE 3 *– Improved organizational culture to support diversity*

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Actions for 2005-06

Public Service Commission

- In conjunction with the Saskatchewan Visible Minority Employee Association, develop information for employees regarding visible minority issues
- Enhance diversity information in *PSPeople* and other appropriate communications
- Research other jurisdictions to identify alternate approaches to improving diversity in the Saskatchewan public service
- Conduct follow-up on the 2003 employee survey and make recommendations on changes to address diversity issues
- Identify corporate diversity learning needs from employee learning plans and develop training to assist departments to meet their diversity learning needs

Departments

- Identify departmental diversity learning needs for employees
- Ensure employees are aware and have access to diversity educational opportunities and materials in order to create a workplace culture that supports diversity

What are we measuring?

Percentage of employees who feel the organizational culture supports workplace diversity

Where are we starting from?

Favourable 61%, Neutral 22%, Unfavourable 17%
[February 2003; latest available data]

This is a measure of employees' perceptions of organizational support for diversity. Human resources provide educational material and coach managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

For More Information

For further information about the Corporate Human Resource Plan, please visit www.gov.sk.ca/psc.

If you have questions or comments, or would like additional copies of the performance plan, we invite you to call: (306) 787-7592.

Or contact us:

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